

Writing a Successful Grant Proposal

Tuesday, May 15th, 2012
2:00 PM EST

Call-in number: 1-888-237-9331
Participant code: 833809

**Presented on behalf of the Florida Bureau of
HIV/AIDS**
Dianne Perlmutter and Elena Thomas Faulkner



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About Today

This webinar will be interactive

We also hope to learn from you

Additional webinars are offered in this series



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JSI Research & Training Institute, Inc.

Public health consulting company

- Involved in HIV prevention and care since the beginning of the epidemic

Capacity Building Assistance provider for Community Based Organizations, funded by the Centers for Disease Control

- Monitoring and evaluation
- Organizational infrastructure
- Effective Behavioral Interventions (AIM, Cuídate, Safety Counts, SHIELD, VOICES/VOCES, Fundamentals of HIV Prevention Counseling)

Learn more at www.CBA.jsi.com



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Webex Housekeeping

- Mute phone when you are not speaking
- WebEx functions
 - Chat
 - Annotate tool
 - Polling
 - Raise hand
- Open lines
 - Keeping comments concise and focused will help us maximize participation



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Webinar Objectives



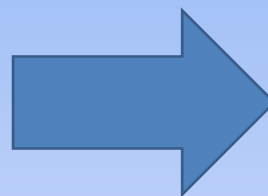
- Identify components of a grant proposal
- Understand how to assess fit for your organization
- Describe proposal planning & preparation process
- Describe grantsmanship techniques

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Answer the Poll

How would you describe your grant writing skills?

- Just being developed
- Basic
- Strong
- Expert



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Four Sections to Our Discussion

1. Deciding whether or not to apply
2. Planning your response
3. Writing your response
 - Each section of a typical grant
4. Questions and Resources

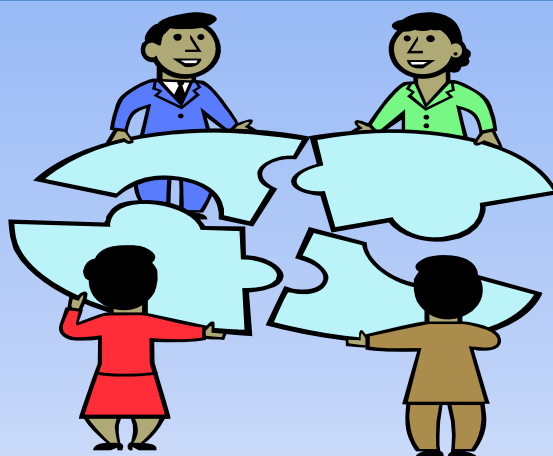


Grantsmanship tips included throughout



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Deciding Whether to Apply



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Navigating an RFP

- Start with the Table of Contents



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Are you eligible?

- Eligibility requirements
 - Type of organization
- Minimum Funder Requirements/Expectations
 - Geography, population focus
 - Scope of work
 - For example, High Impact Interventions



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Chat Check

- Chat to “everyone”
 - When is a funding opportunity a good fit?



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Is Funding a Good Fit?

- Consistent with mission
- Appropriate for organizational capacity, experience
- Funding sufficient for proposed scope of work
- Matches level of readiness
- Feasible to develop competitive response



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Best Practice

Get as much information as you can

- Participate in pre-application call
- Submit written questions
- Review funder responses



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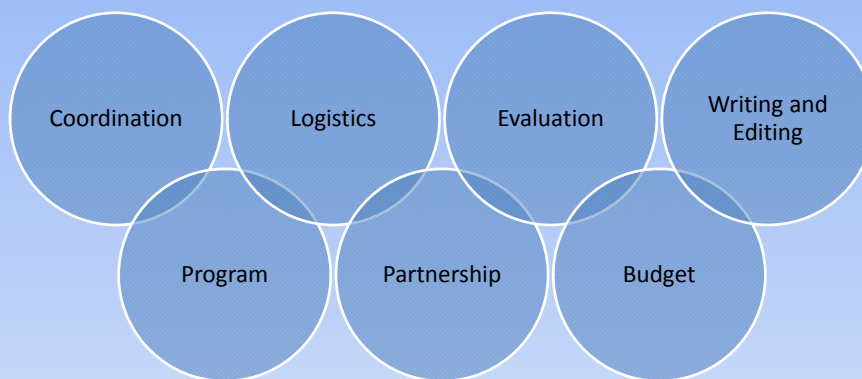
Proposal Team Chat Check....

- Chat to “everyone”
- In one or two words, name one type of expertise you need on a proposal team



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Proposal Writing Team



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Managing your Team

- Familiarize the team with the RFP
- Use a proposal checklist
 - Assigned tasks
 - Timelines
- Check in regularly to monitor progress, adjust as needed



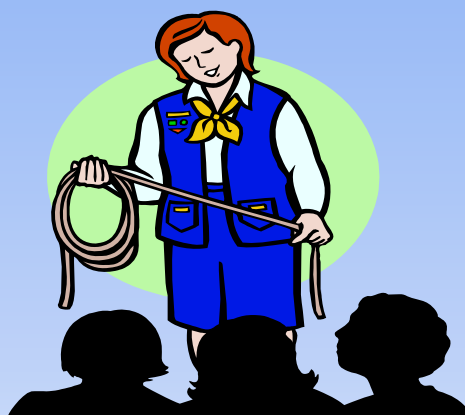
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Sample Planning Tool



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Team Lead



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NOW can we get started???

First...
**PLAN YOUR
RESPONSE**



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Plan your Response

- Don't start writing until you are clear on what your proposed scope of work will be
- Understand the relative weight of each grant section in the evaluation criteria so you can allocate resources appropriately
- Plan your programmatic approach



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Define Your Programmatic Approach

- Do some hard thinking about:
 - What you can realistically propose
 - Your relative strengths
 - Your approach at program/intervention level



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Define Your Programmatic Approach (continued)

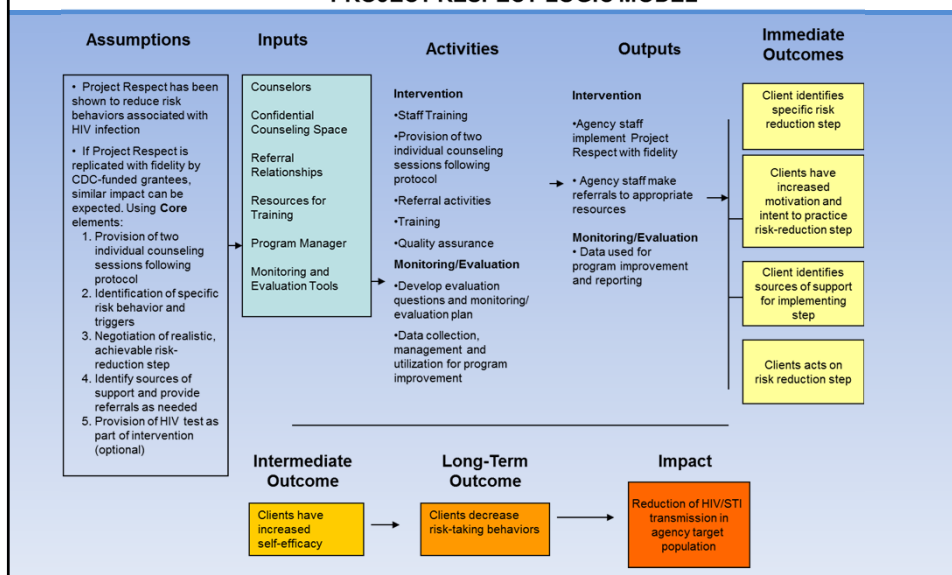
- Understand funder's framework/approach
 - CDC shift to High Impact Prevention
- Develop a logic model (if appropriate)
 - Graphical representation of what an intervention does, how/why it works, and its results



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Logic Model Example

PROJECT RESPECT LOGIC MODEL



We've been there... have you?

- Propose to double program reach with same staff and resources
- Current staff aren't trained in the new intervention, but it must start now....
- The new budget can't support the promised activities
- The timeline for a new program doesn't allow for ramp-up





Answer These Questions Early-On

- Who are you?
- How does this opportunity fit for your organization?
- What are you asking for, including \$?
- What problem will you address and how?
- Who will benefit and how?



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Answer These Questions Early-On (continued)

- How will you measure your results?
- How do your plans meet the funder's purpose, goals, objectives and requirements?



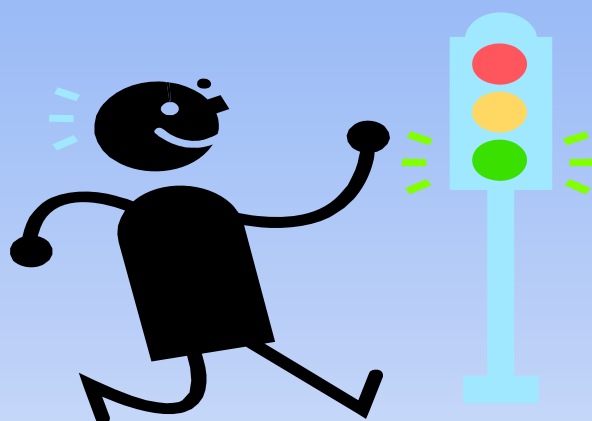
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Questions?



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Writing Your Response



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Typical Grant Components

- Cover Page/Form
- Narrative
 - Abstract or Introduction
 - Need/Problem Statement
 - Organizational Structure and Capacity
 - Project Description Approach
 - Monitoring/Evaluation
 - Partnerships/Collaboration
 - Sustainability



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Typical Grant Components (continued)

- Budget
 - Forms
 - Narrative
- Appendices



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Writing Tips

- Now that you've started writing
 - Include relevant concepts and language from the RFP, BUT:
 - Use RFP language appropriately, and in context
 - Refer to evaluation criteria as you write
 - Make it easy for the reviewer
 - Use format, order, and headings required by RFP
 - Assume the reviewer does not know about your organization



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Write Clearly and Succinctly

“Politics and the English Language” - George Orwell, May 1945

- Never use a metaphor, simile, or other figure of speech which you are used to seeing in print.
- Never use a long word where a short one will do.
- If it is possible to cut a word out, always cut it out.
- Never use the passive where you can use the active.
- Never use a foreign phrase, a scientific word, or a jargon word if you can think of an everyday English equivalent.
- Break any of these rules sooner than say anything outright barbarous.



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Narrative

- Proposal Introduction/Abstract (sometimes)
 - Brief summary of the proposed project
 - The first thing a reviewer reads
- Succinctly describes
 - The ultimate goal of the project/program
 - The steps to be taken to achieve that goal



Documentation of Need/Problem

- Illustrate the need/problem using existing resources and data
- Discuss why the problem is important
- Describe how the need is experienced/manifested in your service area and/or target population
 - Geographic area
 - Risk or demographic groups impacted
 - Gaps in service
 - Social determinants of health associated with the problem



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Activity

- Our community has been hard hit by HIV.
- Latina women in our community experience twice the prevalence of HIV than women statewide.¹ No culturally appropriate programs are currently offered for Latinas in our community.



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Organizational Overview

- Describe mission, vision, scope and objectives
- Past experience with similar projects
- Governance
- Organizational Infrastructure
- Management Capabilities
- Monitoring and Evaluation Capabilities
- Relevant Recognition/Awards



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Proposed Program

- Brief introduction to proposed approach
 - Address need
 - Overview of proposed program
 - Organizational capacity
- Program goals
 - What you hope to accomplish



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Sample Goals

- Expand our testing program to reach high-risk youth
- Improve linkage to care for individuals who are newly diagnosed
- Expand resources to support client adherence to medication



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Program Description

- Proposed intervention(s)
- Target population
 - Recruitment plan
- Partners
- Staffing Plan
 - Roles
 - Recruitment
 - Training



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Program Objectives

- Write SMART Objectives
 - Steps, actions taken to achieve project goals



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SMART Objectives

S PECIFIC
M EASURABLE
A CHIEVABLE
R ELEVANT
T IME FRAMED



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Work Plan

- Include all required tasks and timelines
 - Program start up and implementation
 - Funder's requirements
 - Progress and data reports
 - Grantee meetings



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Sample Work Plan

Activity	Timeline	Person Responsible	Comments
Hire and train 3 staff to implement intervention			
Develop Job Descriptions	Month 1	Project Manager Human resources office	
Distribute job announcement through existing networks	Month 1-2	Human resources office	
Interview candidates	Month 2	Project Manager Project Director	
Hire staff	Month 2	Project Director	
Provide internal training	Month 3	Project Manager	Will utilize proven training system established in past
Staff attend CDC intervention training	Month 4	Intervention Staff	Training available in month 4 through FL DOH



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Sample Time Line

Project Period (2010-2011)												
Tasks	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
1. Hire and train 3 staff to implement intervention												
Develop Job Descriptions												
Distribute job announcement through existing networks												
Interview candidates												
Hire staff												
Provide internal training												
Staff attend CDC intervention training												



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Monitoring and Evaluation

- Describe plan for monitoring and evaluation
 - Process and outcome monitoring
- Type of required M&E activities vary by funder
- Identify data collection sources and methods
- Utilization of data:
 - Program planning, improvement, advocacy
 - Submission of required data to funder
- Affirm participation in any funder evaluation activities



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Collaboration

- Description of partner organizations
- Roles and responsibilities
- Inclusion of Memorandums of Understanding



Describe how collaboration will help with:

- Reaching target population
- Provision of services
- Community input, etc.



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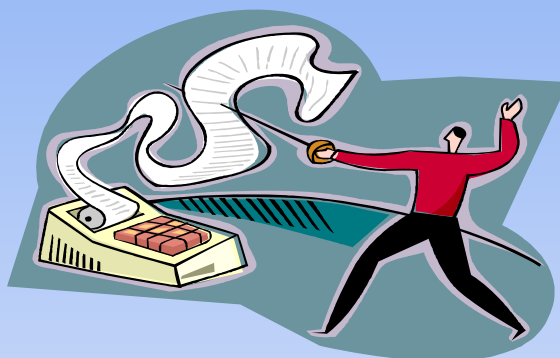
Letters of Support/Collaboration

- Address RFP collaboration requirements
- Can provide key talking points
 - NOT a full letter
 - Partner to use own language
- Memorandum of Understanding (MOUs)
 - Both parties sign



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Budget



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Budget

- Follow the required budget form and format
 - Include allowable costs only
 - Do not exceed maximum amount allowed
- Budget Justification
 - Must reflect activities with associated costs in narrative
 - Costs should be reasonable and necessary
 - Document how costs were calculated



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Line item narrative examples

\$464 – Facilitation session logistics and materials

1. Cost of room rental and materials for facilitation sessions
2. \$200 for community center room rental (\$25/per session for 8 sessions) + \$24 for flip pads (2@ \$12 each)+ \$240 copying costs (\$2 copying cost per participant, 120 participants (15 at each of 8 sessions) = \$464



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“Fred, rumor has it you’re closing in on some profound, elemental truths about the universe, and I wanted to remind you that our research funding specifically prohibits that!”



“Fred, rumor has it you’re closing in on some profound, elemental truths about the universe, and I wanted to remind you that our research funding specifically prohibits that!”

Sustainability

- Discuss plan for continuation of program beyond funding period
 - Potential funding sources
 - Strategies for sustaining program activities



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Required Attachments

- Review RFP for requirements
- Typical attachments include:
 - Organizational chart
 - Board of Directors roster
 - Proof of 501c3 status
 - Resumes
 - Job descriptions



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Additional Grantsmanship Tips

- Respond to ALL criteria and questions in RFP
- Follow formatting and delivery instructions exactly
- Review of final draft by editor/someone who is NOT on writing team
 - Assess response to evaluation criteria and technical specifications
 - Edit document for clarity, consistency



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Webinar Objectives

- 
- Identify components of a grant proposal
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 - Describe proposal planning & preparation process
 - Describe grantsmanship techniques

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Resources



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Additional Webinars

[http://www.preventhivflorida.org/Interventions/2012 Intervention Capacity Building Training APRIL.pdf](http://www.preventhivflorida.org/Interventions/2012%20Intervention%20Capacity%20Building%20Training%20APRIL.pdf)

- Logic Modeling and SMART Objectives: May 22, 2012
- Jenny Pace, Statewide Training Coordinator
Bureau of HIV/AIDS, Prevention Section
(850) 245-4444 ext. 2588
jennifer_pace@doh.state.fl.us



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Florida Resources

HIV/AIDS Trends and Statistics:

http://www.doh.state.fl.us/disease_ctrl/aids/trends/trends.html

HIV Testing Data:

http://www.doh.state.fl.us/disease_ctrl/aids/trends/ct/2010Data/2010data.html



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Florida Resources

Monitoring and Evaluation Resources:

http://www.preventhivflorida.org/Data_Eval/Monitoring_Evaluation.html

2010-2011 FL HIV Prevention Plan & Community Planning Guidance, Bureau of HIV/AIDS, Prevention:

http://www.preventhivflorida.org/Community_Prevention.html



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Federal Websites

CDC - HIV/AIDS: <http://www.cdc.gov/hiv/default.htm>

CDC - High Impact Prevention, National HIV/AIDS Strategy: <http://www.cdc.gov/hiv/strategy/>

Diffusion of Effective Behavioral Interventions (DEBI) Website: www.effectiveinterventions.org

AIDS.gov: <http://www.aids.gov/>



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Writing Resources

- HHS Tips for Writing a Strong Application
 - A concise resource with tips for writing proposals for HHS grants and cooperative agreements: <http://www.hhs.gov/asrt/og/grantinformation/apptips.html>.



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Writing Resources

Published literature:

- Williams, Joseph M. *Style: Ten Lessons in Clarity and Grace*
- Strunk, William Jr. *The Elements of Style*, 4th ed. Boston: Allyn & Bacon, 2000.
- Zinnser, William. *On Writing Well: The Classic Guide to Writing Nonfiction*
- Truss, Lynne. *Eats, Shoots, & Leaves: The Zero Tolerance Approach to Punctuation*

Online resources:

- The Purdue Online Writing Lab (OWL): <http://owl.english.purdue.edu/>
- Writing@CSU: <http://writing.colostate.edu/guides/>
- Garble's Writing Center: <http://garbl.home.comcast.net/~garbl/>
- University of Illinois: The Center for Writing Studies: <http://www.cws.illinois.edu/workshop/writers/>



Grammar and Punctuation Resources

- Grammar Girl: Quick and Dirty Tips for Better Writing: <http://grammar.quickanddirtytips.com/>
- Lynch's Guide to Grammar and Style: <http://andromeda.rutgers.edu/~jlynch/Writing/index.html>
- University of Ottawa: <http://www.uottawa.ca/academic/arts/writcent/hypergrammar/>



Evaluation

- Please click on the link in the chat box to complete an evaluation of this webinar
- Your feedback is very important to us!



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Questions?



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Thank you

for your time and participation!

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a project of



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